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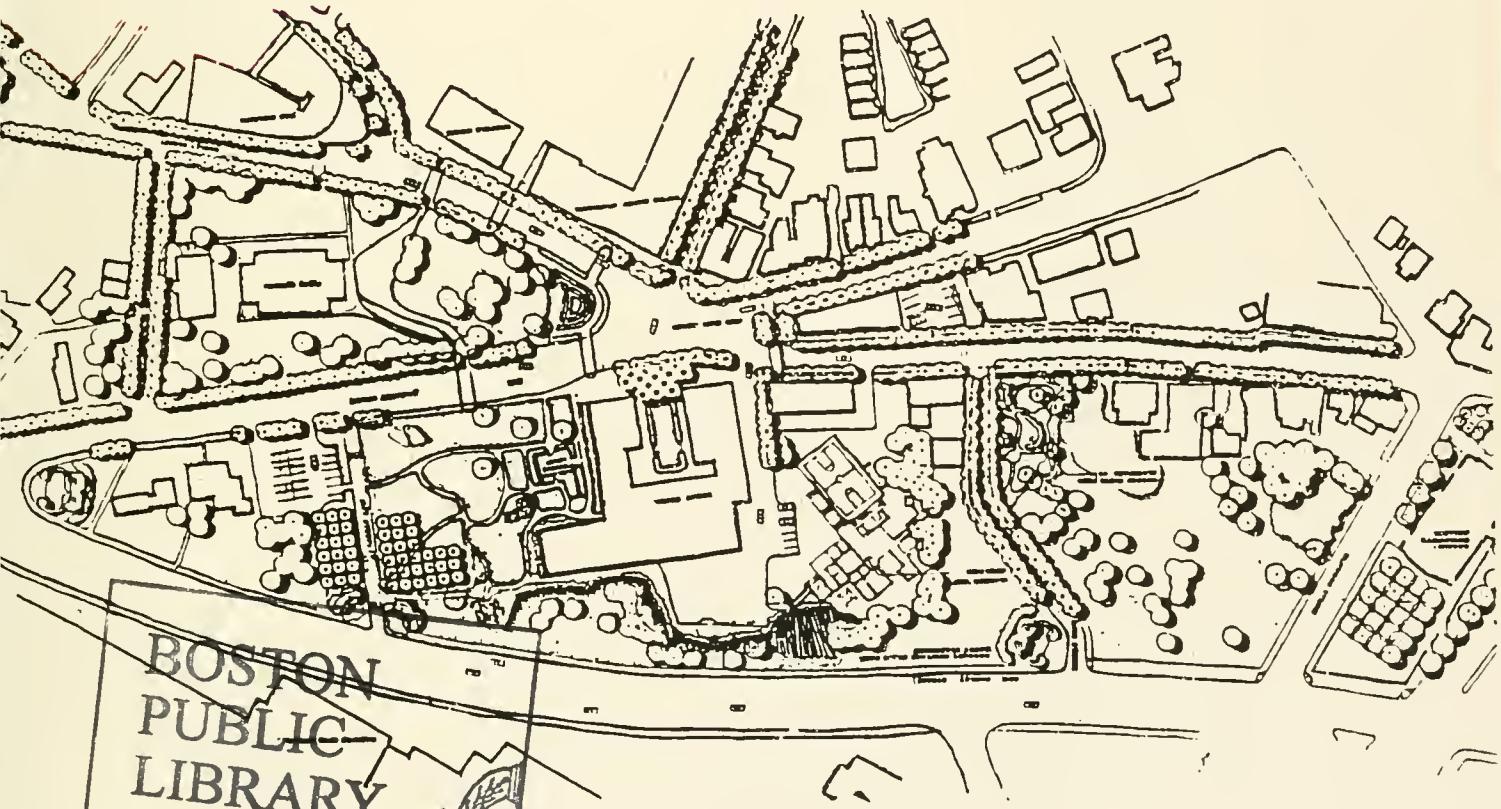
MASSACHUSETTS DEPARTMENT OF ENVIRONMENTAL MANAGEMENT 1898

ROXBURY HERITAGE STATE PARK MASTER PLAN



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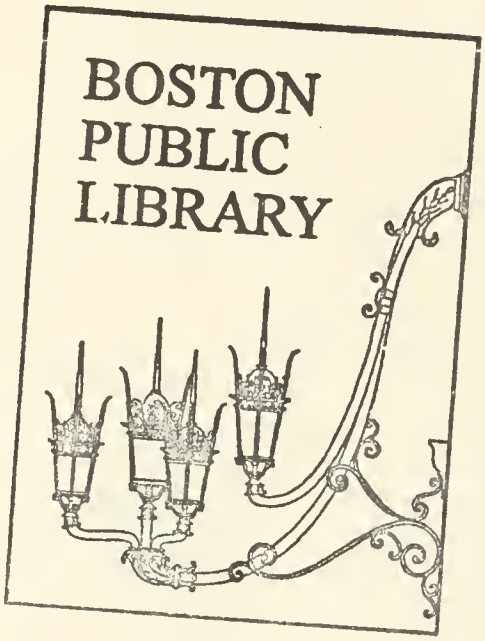
Division of Planning and Development 1988

Roxbury Heritage State Park Master Plan



Prepared by:
Massachusetts Department of Environmental Management
and
Members of The Roxbury Heritage State Park Advisory Committee
1988
Final Draft

ROXBURY HERITAGE STATE PARK

MASTER PLAN

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1. A UNIQUE HISTORY

A Heritage State Park is coming to Roxbury.

It will become a member of the Massachusetts Heritage State Park System — a system that is a national model of urban design, historic preservation, and economic revitalization. Conceived in 1978 by Governor Michael S. Dukakis, and administered by the Department of Environmental Management (DEM), the parks celebrate a community heritage, encourage private development, bring people downtown, and create urban spaces for the whole community to enjoy.

THE MASSACHUSETTS HERITAGE STATE PARK SYSTEM

In 1979 the legislature approved $35 million to begin this system of "state parks in cities." Eight economically depressed communities were identified, and today Heritage State Parks are open in Lowell, Fall River, Lynn, Lawrence, Gardner, North Adams, Holyoke and Springfield.

In July 1984, the legislature appropriated $4.6 million to bring a Heritage State Park to Roxbury. In December of that same year Governor Dukakis, working through his Community Development Coordinating Council, appointed the Roxbury Heritage State Park (RHSP) Advisory Committee. The Advisory Committee represents community and neighborhood interests in all aspects of the design, development, and operation of Roxbury's Heritage State Park. It works closely with both the Department of Environmental Management and the Executive Office of Environmental Affairs.

Governor Dukakis, in 1987, asked the state legislature to authorize an additional $5.5 million for the Roxbury Heritage State Park. As a result of the active involvement and support of both the Advisory Committee and Roxbury's delegation of state legislators, these additional funds were approved in December, 1987. This brings total funds currently available for the project to $10.1 million.

The Heritage State Park in Roxbury will become part of a state-wide success story. By implementing the parks cooperatively with the help of state, municipalities,and community residents, Heritage State Parks are inspiring revitalization and instilling a sense of pride in communities from North Adams to Lynn.

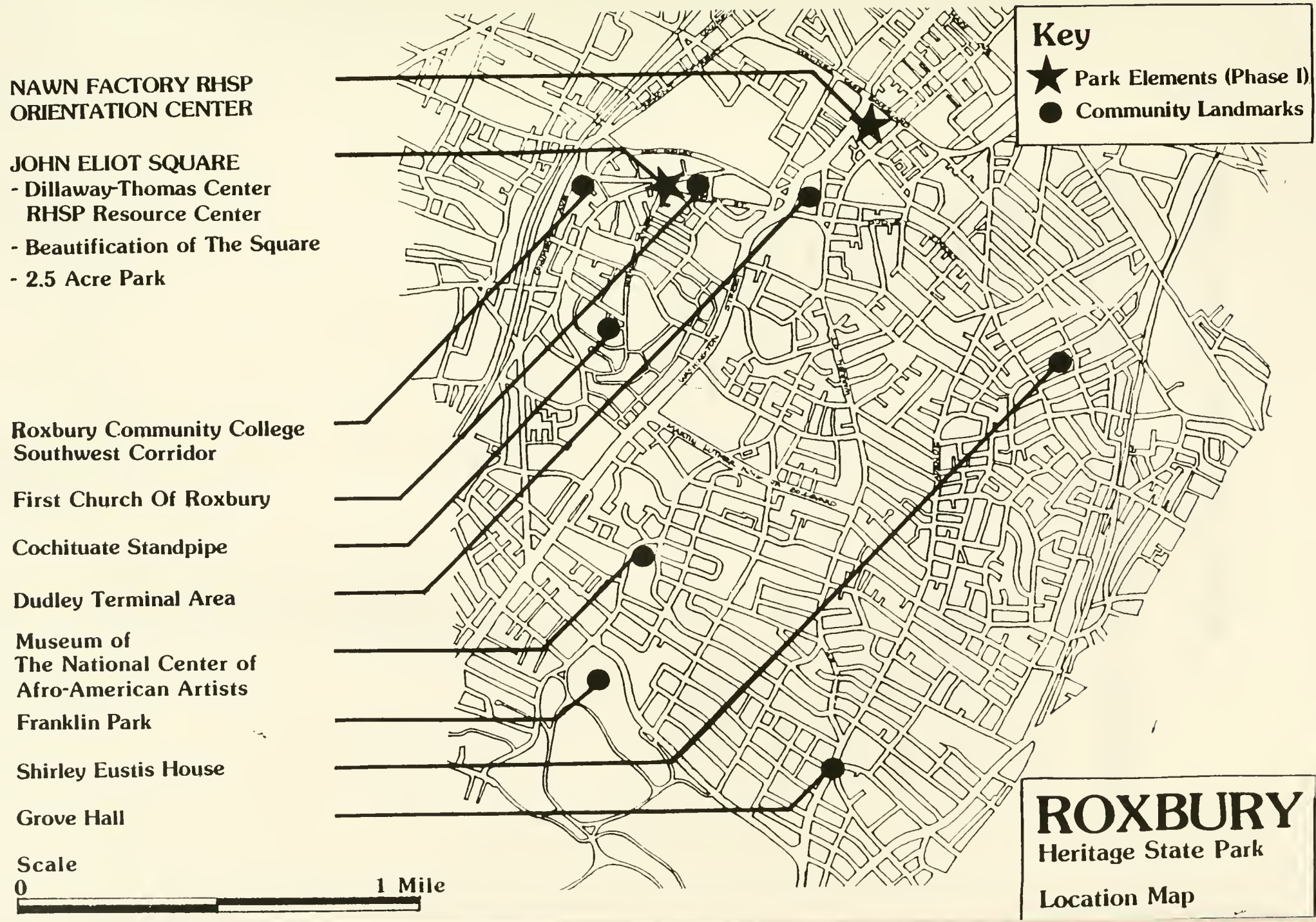
ROXBURY — ITS PEOPLE IN TIME AND PLACE

Roxbury has achieved greatness throughout its 350-plus year history. One of the many reasons for this is its location.

Until the end of the American Revolution, Roxbury was connected to Boston by a narrow strip of land called the "Neck". This was the only land route from Boston to the mainland, making it economically strategic and, during the Revolution, militarily strategic ("one if by land, two if by sea"). Its river valley and shoreline on Back Bay and Dorchester were used to develop some of the community's earliest industries. Breweries, foundaries, tanneries,and piano factories flourished here until the turn of the 20th century. Many of the buildings created for factory workers are still the primary housing stock of the community. Handsome, well-constructed mansions built by prosperous merchants and others, such as "Oak Bend" at 300 Walnut Avenue, are also common. Today, Roxbury is a largely residential community and home to a cross-section of ethnic groups.

With such a diverse history, it was not easy for the Advisory Committee to come up with one specific theme for the Heritage State Park. Here are some of the suggestions: a natural place, an Indian fishing and hunting site, a colonial town, and a multi-ethnic neighborhood. But Roxbury can't be represented by just one of these themes. It includes all of them. Therefore, the Heritage State Park theme is comprehensive:

Roxbury — Its People in Time and Place.


NAWN FACTORY RHSP
ORIENTATION CENTER
JOHN ELIOT SQUARE
- Dillaway-Thomas Center
RHSP Resource Center
- Beautification of The Square
- 2.5 Acre Park
Roxbury Community College
Southwest Corridor
First Church Of Roxbury
Cochituate Standpipe
Dudley Terminal Area
Museum of
The National Center of
Afro-American Artists
Franklin Park
Shirley Eustis House
Grove Hall
Scale
0
1 Mile
Key
Park Elements (Phase I)
Community Landmarks
ROXBURY
Heritage State Park
Location Map

2. OBJECTIVES OF THE PARK

The Advisory Committee, early in the planning process, decided upon six specific objectives that would make this park a park for all residents of Roxbury, especially the young. Here are the objectives for Roxbury's Heritage State Park:

To help define and celebrate the rich, diverse history of Roxbury's people and land.

To promote a strong, positive image for Roxbury and instill a sense of pride and ownership among Roxbury residents.

To enhance the economic revitalization of Dudley, Highland Park, Washington Street, Grove Hall, and Roxbury as a whole.

To preserve Roxbury's historic buildings and landmarks for the maximum use and benefit of the community.

To create employment, career, and educational opportunities for Roxbury's young people.

To join with, and support, Roxbury's many other community institutions to preserve and celebrate Roxbury's history and revitalize its economy, for its people.

3. FOUNDATIONS OF THE PLAN

LOCATION

In one sense, all of Roxbury will be the Heritage State Park. The overall plan seeks to nourish and build on the rich and diverse history of Roxbury's people and land — a history that spans over 350 years. As a long-term community revitalization project, the Heritage State Park will actually form a park system with inter-relating public and private landscape improvements, preservation efforts, cultural activities, and community programs.

The central focus of the park will run along the historic route of Washington Street from Melnea Cass Boulevard to Dudley Square, and from there through John Eliot Square and Fort Hill to the Southwest Corridor. Along this route you'll find physically intact examples of nearly every aspect of Roxbury's 350 year history.

The Roxbury Burying Ground

The Eustis Street Fire Station

The Nawn Factory

The Parting Stone

The Dudley MBTA Station and 26 surrounding 19th century commercial and hotel buildings

The John Eliot Square historic district, which includes the First Church of Roxbury, the Dillaway-Thomas House, the Cox Building, the Prang Factory, the Norfolk House, and Ionic Hall.

Many of these buildings are on the National Register of Historic Places and are designated Boston landmarks, but the majority are vacant or underused.

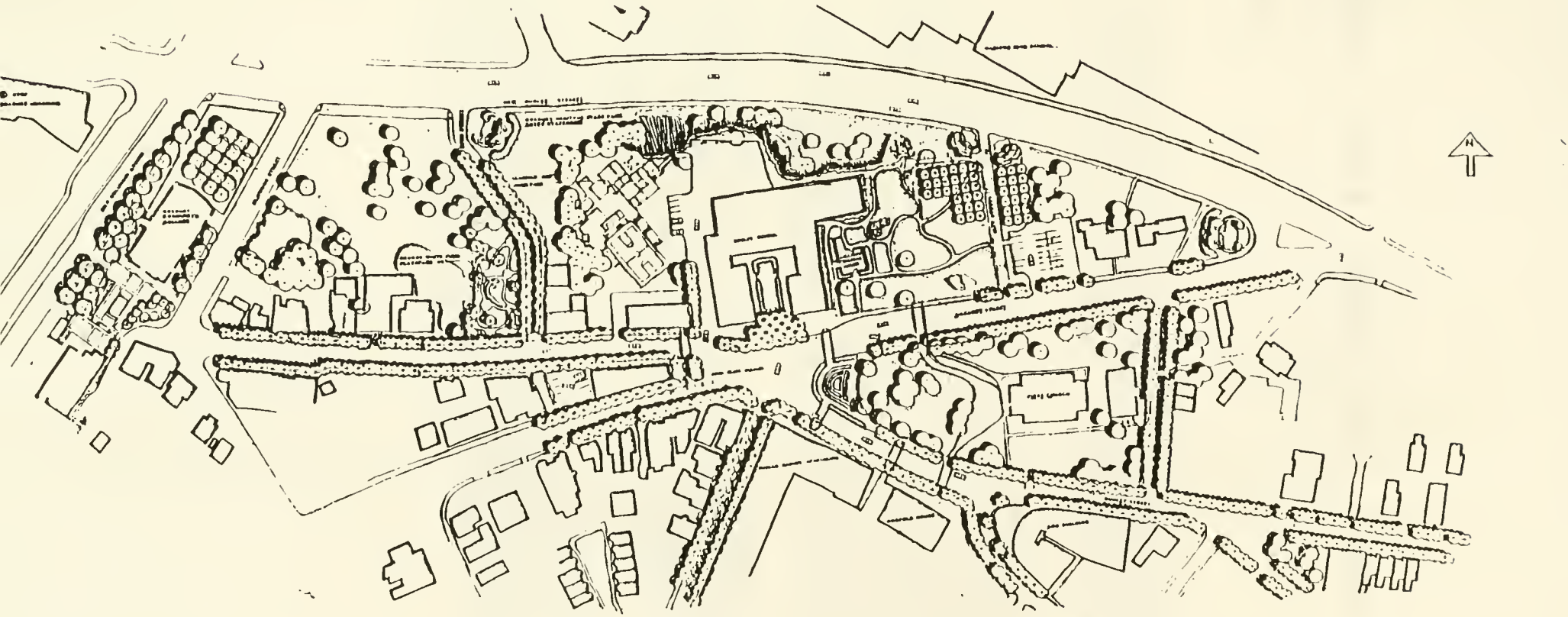
COOPERATION

Overall, the park will operate through interpretive exhibits, tours, preservation and conservation efforts, and a wide variety of educational, cultural, and recreation activities. A broad spectrum of the community's resources will be tapped. By coordinating its activities with several "cooperating sites," Roxbury Heritage State Park will seek to strengthen the existing cultural institutions in the community. It will promote collaboration with community cultural, historical, educational, and preservation efforts in the development of programs and physical resources. The National Park Service's relationship with the African Meeting House, here in Boston, is a good example of how such a cooperating site venture could work.

The National Center of Afro–American Artists is one principle satellite site of the Heritage State Park. In addition, Dudley Square area businesses, Dimock Community Health Center, Roxbury's public and private schools, Roxbury's historical societies, and the municipal parks in Roxbury will all be called upon to join forces in order to make Roxbury's Heritage State Park a success. Alianza Hispana, Cape Verdean cultural groups, Roxbury Community College, and Roxbury religious organizations are others whose help will be sought.

This cooperative spirit will be particularly important at the park's Resource Center, which will be discussed later.

ROXBURY HERITAGE STATE PARK
MASTER PLAN



4. THEMES THAT GUIDE THE PARK

OPEN SPACE

Award-winning design, construction, and maintenance are the hallmarks of the Heritage State Park system across the state. When combined with Roxbury's natural beauty which shows itself in winding hilly streets and tiny tucked-away parks, the Heritage State Park here can be second to none in the Commonwealth.

The Heritage State Park in Roxbury will develop and maintain open spaces for the whole community to enjoy. In each instance this involves several steps: historic and archaeological analysis of how the land was used in the past; current assessment of community need; identification and acquisition of land; design of park features such as pathways, benches, trees, shrubs, flowers, lighting, and land forms; construction; and finally, on-going maintenance. The park's outdoor sites are selected so that the community's most historic landscape features and natural beauty are preserved and protected. Planned site improvements in John Eliot Square are representative examples.

A second important aspect of the RHSP open space development program is its ability to establish a recognizable "identity" for the park in the community . Through the use of consistent and high quality design features, historic materials, and clear standardized park signs and interpretive markers, Roxbury Heritage State Park components will be easily identifiable across the community.

And finally, the park's open spaces will provide community residents with job opportunities in park management and maintenance, and technical resource information in areas such as urban forestry, park management and maintenance, and gardening. Internships and work study programs for students will help provide entry level positions, with upward mobility, for Roxbury youth.

The Roxbury Heritage State Park will create attractive and exciting new open spaces and public amenities. So will other public initiatives in the Washington Street, Dudley, Highland Park, and Grove Hall areas. The Heritage State Park will present the opportunity to tie all of these things together through thoughtful design, programming, and interpretative signs.

The MDC's Southwest Corridor Parkland, Franklin Park and the new zoo, the MBTA's preservation and reuse of Dudley Terminal, the reconstruction and beautification of Washington Street, with the provision of replacement transit service, and the city's commitment to improve public spaces, plant trees, and preserve historic buildings throughout the area — all of these things will provide the context for the public spaces created by the Roxbury Heritage State Park.

In connection with its open space program, the park will promote and sponsor educational programs, activities, and events in an effort to create greater public awareness and use of Roxbury's rich and beautiful landscapes. All improvements will be designed to be fully accessible to disabled people.

Great emphasis will be placed on ensuring the conservation, upgrading, and maintenance of existing open spaces, particularly Roxbury's network of Olmsted Parks. DEM, in conjunction with the Boston Parks Department and the Boston Redevelopment Authority, has already established an extensive baseline of data on all of Roxbury's existing 28 parks. This information will be used by all three agencies and by the community in determining future directions for the open space program.

Parking and traffic issues relative to the Park will be addressed.

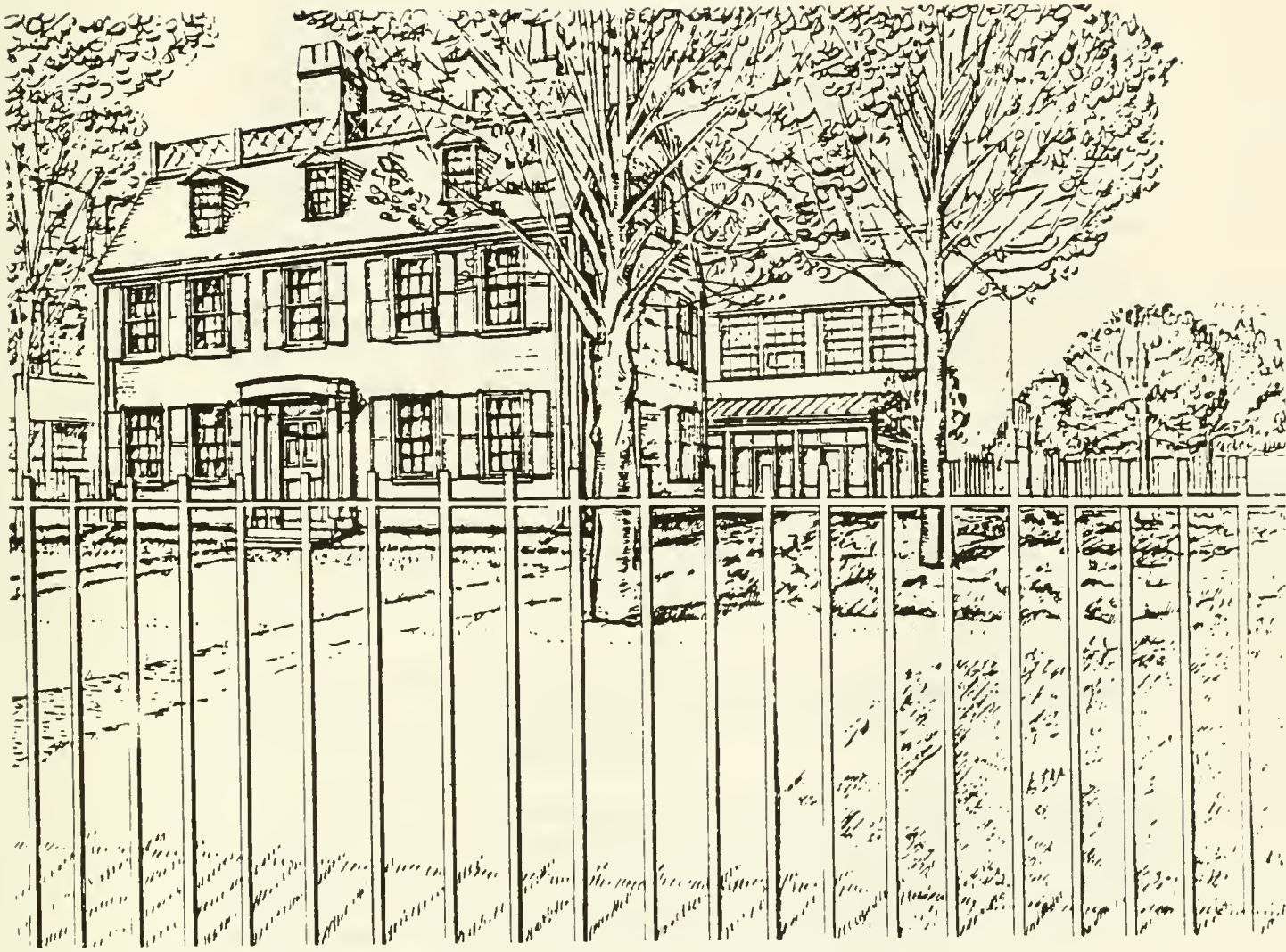
Finally, the Department of Environmental Management has learned the importance of park security and on-going facility maintenance through its successful development and operation of Heritage state Parks in urban locations all around Massachusetts. Full-time state park staff will be stationed at Roxbury Heritage State Park locations to ensure that the facilities remain as safe and beautiful as they are on opening day.

The changing exhibits will be organized by DEM staff in cooperation with the staff of other museums, and community residents. When appropriate, changing exhibits will be mounted in galleries in other cooperating Roxbury institutions. Changing exhibits will also include video and film expositions, as well as examples of the collections and exhibits at participating institutions.

Efforts will be made to emphasize "history in the making," including contemporary artists in particular. A fine example of this is the sculpture entitled "Eternal Presence" now permanently displayed on the grounds of the Museum of the national Center of Afro–American Artists..

A cross–reference feature will provide information on events at cooperating sites as well as a civic, cultural, and commercial calendar of events. The information available at the Orientation Center will also be retrievable at cooperating sites.

Other interpretative programs such as festivals, holiday observances, workshops and walking tours will make the Orientation Center an ever–changing place for community residents. Like the program of changing exhibits, the subjects for these programs are extensive. In addition to guided and self–guided tours on all aspects of Roxbury's physical environment, thematic series of concerts, lectures, and other performances will be planned. Many of these events might be related to already observed public celebrations of ethnic groups, such as those organized by the Black, Hispanic, Cape Verdian and Haitian communities. Here, the Heritage State Park staff can play a supportive role.



ROXBURY HERITAGE STATE PARK

View To Dillaway-Thomas Center From Roxbury Street

Architect - Rector Olson Associates

The Dillaway-Thomas House Resource Center

The Dillaway-Thomas House, the mid-eighteenth century structure in John Eliot Square, has been selected as the park's Resource Center. The building is a historic structure. Built by Reverend Oliver Peabody in 1750, the building's move through time included serving as headquarters for General John Thomas and the Continental Army during the seige of Boston in 1775. Later, in 1835, it became the residential home of the Dillaway family. More recently, it served as home to the Roxbury Historical Society. Therefore, restorations and renovations of the house will meet the preservation requirements and standards of the Massachusetts Historical Commission. When completed, the building will house orientation and museum space in the restored rooms on the first floor, and a community history resource center on the second floor. It will be designed to host an oral history collection, as well as audio visual presentation space.

Of all the programming components discussed thus far, the park's Resource Center at the Dillaway-Thomas House will rely most heavily on cooperation from among other community institutions. The three major components of the Resource Center are social research; preservation, restoration, and conservation; and archaeology.

The Social Research programs will collect documents that provide visual, literary, oral, or other evidence of historic and contemporary Roxbury. This might include data on the community's geography, demography, cultural, political, and social history.

The Center will make this data easily accessible to residents and visitors to Roxbury. A central component of this data program could be a video computer program containing information on every structure in Roxbury, similar to models developed by M.I.T.'s "Aspen Project" and the Aga Khan Program for Islamic Architecture. The program will be "open ended" to constantly receive updated information.

The collection of oral and visual histories will be an integral part of the Social Research programs. The Center will compile and transcribe existing oral histories, and design and coordinate a comprehensive program of interviewing in order to build on the collection, including emphasis on involvement of linguistic minorities in the area.

The Preservation, Restoration and Conservation programs of the Center will study general problems of preservation, restoration, and conservation with particular attention paid to local concerns. The completed historic preservation survey of Roxbury will be expanded to include other original research, and will be updated frequently. It will provide data to the computer video program of the Center.

The Preservation, Restoration and Conservation programs are intended to provide productive guidance for the homeowner, business person, resident, or institution wishing to actively support preservation, restoration, and conservation. These programs will also serve as a catalyst for broadening local interest in the physical and man-made environment of Roxbury. They will produce workshops on historic preservation for residents. This aspect of the center will also relate local concerns of the Roxbury preservation community to appropriate public policy agencies.

The Archaeological Program recognizes the fact that Roxbury has been settled for over 350 years, and many cultural artifacts are still buried. Therefore, the center will sponsor archeological surveys of Roxbury in cooperation with the City Archaeological Program. After the completion of preliminary surveys, two or three sites will be identified for long term archeological analysis. The archeological programs of the center will also conduct seasonal classes at these sites. The results of these programs will be shown in a permanent outdoor archeological exhibit. This will be similar to Franklin Place in Philadelphia.

Primary staffing for the Resource Center will be provided by the Roxbury Heritage State Park cooperating site staff, and supplemented by internships and work-study appointments.

Overall, the Resource Center of the Roxbury Heritage Park will collaborate with other institutions including the Boston Branch Libraries, Boston Public Schools, Roxbury Community College, Northeastern University, the National Center for Afro-American Artists, the Museum of Afro-American History, the Roxbury Historical Society, and The Roxbury Highlands Historical Society .

The Children's History Museum Component

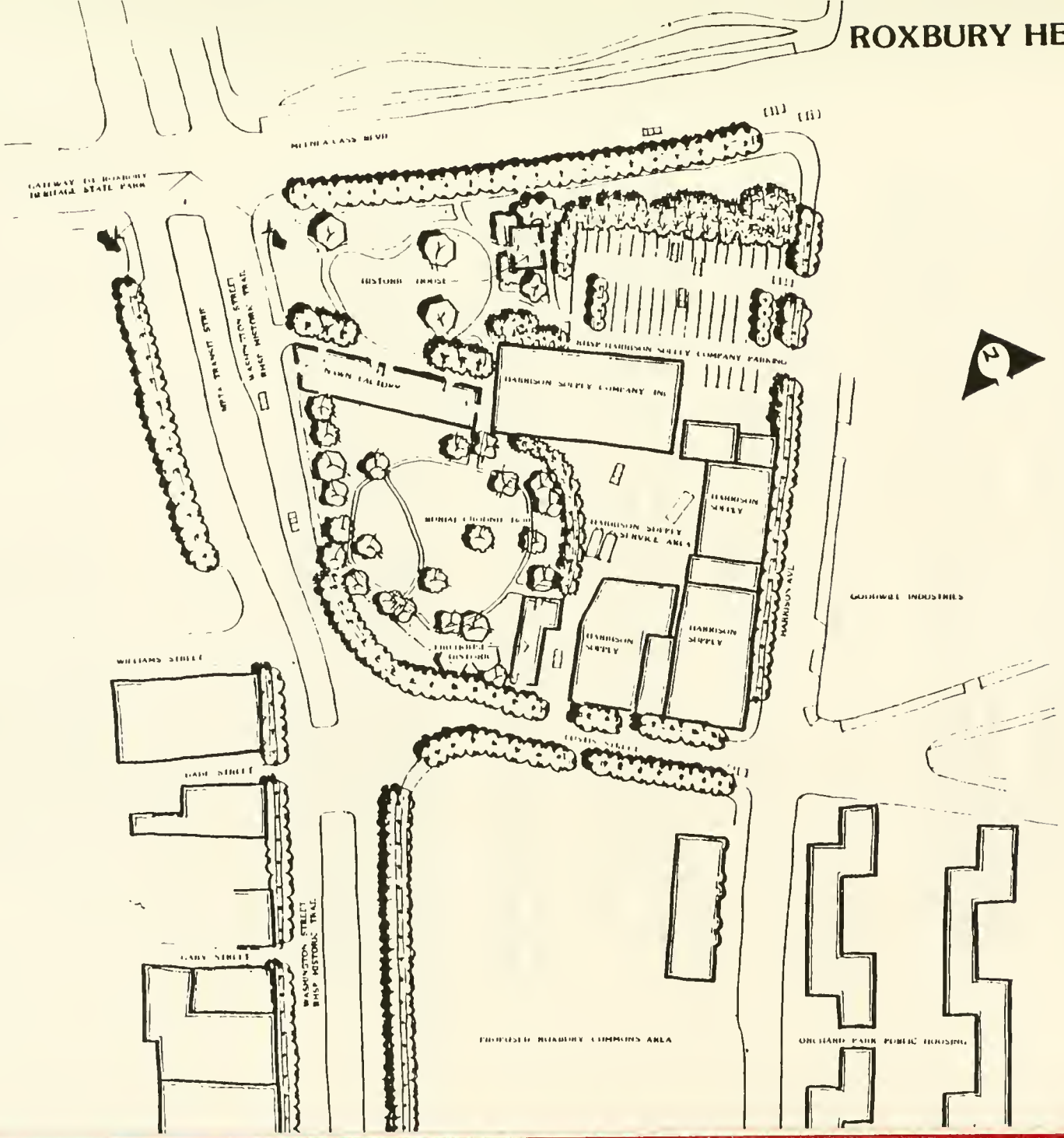
In keeping with the Park's special emphasis on programs for young people, a permanent program children's history museum component will be included. Drawing on all the components of the park, this will be a hands–on environment designed to introduce children to the specific history of Roxbury. The Children's Museum in Boston and the Education Center at Sturbridge Village will be considered as models. It will be housed in a restored space that can accommodate traditional museum and cultural activities as well as such things as cooking, handcraft making, gardening, and other hands–on activities.

DEM staff may direct the "Roxbury Children's History Center," or it may be a joint program between DEM and another organization, such as the Boston Children's Museum or the National Center for Afro–American Artists.

The Science Center Component

Roxbury's natural history is fundamental to its human, social history. The community's most obvious and well–known natural feature is the Puddingstone Rock. The park will establish a science center for the exhibiting of the geological, botanical, and zoological history of Roxbury — from its earliest beginnings through its present day status as an urban community. Analogous to the Childrens History Museum, this center will be an introduction to the concept of science, as well as an introduction to the specific natural history of Roxbury. One model for this program is the Exploratorium in San Francisco. This program might be administrated by DEM in cooperation with Boston's Science Museum. It could be housed at one of Roxbury's park sites or at the Franklin Park Zoo.

ROXBURY HERITAGE STATE PARK
NAWN FACTORY
MASTER PLAN



ECONOMIC REVITALIZATION

From North Adams to Lynn, the existing Heritage State Parks have played a catalytic role in the emerging renaissance of their communities. The Roxbury Heritage State Park can play that kind of role for Dudley, which is after all, Roxbury's historic downtown.

The Heritage State Park, especially in the context of the other open space and historic preservation efforts now being planned, represents the kind of public investment that is essential if private investment is to follow. Moreover, this Heritage State Park will bring two special economic benefits to Roxbury.

> It will create direct economic opportunity for minority businesses in architecture, construction, maintenance, and other park activities.
>
> It will help Roxbury tell its story of pride, enterprise, and determination to the economic community at large.

In planning and implementing the Heritage State Park program, DEM will work closely with the community, the city, and other state agencies in their efforts to bring more and better jobs, affordable housing, convenient shopping, and minority entrepreneurship to Washington Street, Dudley, Grove Hall, and other parts of Roxbury.

Demographic data will be assembled to provide a picture of who makes up the Roxbury community and a basis for focusing potential Heritage State Park activities.

One of the other state agencies the Roxbury Heritage State Park is sure to work with is the Commonwealth's "Main Street Program". This program, administered by the Massachusetts Executive Office of Communities and Development, is designed to help retail merchants improve their business. Many existing Heritage State Parks have Main Street Programs, and plans are in motion to bring one to the Dudley Street area .

Other specific programs for economic revitalization will develop from among these possible measures:

Preserving and re-using significant buildings, especially in commercial areas

Purchasing facade easements to protect key historic structures and/or conservation easements for their surrounding grounds

Studying the feasibility of new and existing Roxbury businesses using natural and physical resources more creatively

Providing landscape design criteria for the enhancement of historic properties and conservation of significant open space features

Recommending historic architectural design considerations in Roxbury development and sponsoring design competitions

Stimulating land banks for housing, commercial and appropriate light industry development.

Stimulating job training and job creation especially related to the subject areas in the Park

Stimulating the creation and use of an "environmental artist " program that would integrate local artists' works in the built environment of Roxbury

Studying the feasibility of tourism and the creation of tourist-related business in Roxbury.

One of the underlying purposes in developing specific programs is to see that benefits are maximized, and adverse impacts minimized for current Roxbury residents.

Young people form an integral part of the proposed audience of the Heritage State Park. A key feature of the park's service to this audience will be programs in career development and job creation. Every aspect of the park's program will have a career introduction and a direct or indirect job training component. When the park is functional, a young man or woman will be able to connect with park related job training programs.

Leadership in guiding Heritage State Park actions aimed at achieving economic development will be provided by the Park's Advisory Committee, to ensure that the community's best interests and values are reflected. The Park is fundamentally viewed as an opportunity for current residents of Roxbury to enjoy the benefits of revitalization in their community. DEM, in developing the park and its programs, will work with all concerned agencies to ensure that the commitment to economic development and anti-displacement is upheld.

5. MAKING IT HAPPEN FOR ROXBURY

The Roxbury Heritage State Park is a multi-phased long-term community revitalization project developing over the course of several years. Expenditure of the authorized $4.6 million is identified as the first phase of development. This phase is targeted at those capital improvements and programs that will allow for strong, positive, and visible focal points in the community.

The initial Roxbury Heritage State Park development will focus on these elements:

The Restoration of Dillaway-Thomas House

The restoration of this 18th century structure located in John Eliot Square will be the early action component for the Roxbury Heritage State Park . It will serve as a temporary headquarters for park staff. Until the Orientation Center opens, it will be the focal point for Roxbury Heritage State Park sponsored cultural and recreational events, exhibits, and community meetings. Ultimately, it will be a Community Resource Center providing information and technical assistance on conservation, preservation, and community development. It is scheduled to open next year.

The Beautification of John Eliot Square

Significant landscape improvements, such as antique lighting, brick sidewalks, and new plants, are planned throughout John Eliot Square. In addition, a 2.5 acre park will be developed next to the Dillaway-Thomas House. These improvements along with clearly posted signs, will increase residents' access to park sites and provide pedestrian linkage between the Dillaway-Thomas Community Resource Center and other important sites in the Square. Historic, informational, and directional signs will be in place when the Dillaway-Thomas House opens. The complete refurbishing of the Square should be finished in two years.

The Establishment of Roxbury Heritage State Park Orientation Center at the Nawn Factory -

The mid-nineteenth-century Nawn Factory building at the corner of Washington Street and Melnea Cass Boulevard will be developed as the permanent orientation and exhibit center for park visitors. The Orientation Center will host a permanent exhibit about the history of Roxbury, as well as gallery spaces for changing exhibits. It will also be the gateway to the Heritage State Park and to the area's central business district. Landscape and facade improvements are also planned for the adjacent Eustis Street Burial Ground and Fire Station. A fully developed and functioning Orientation Center at the Nawn Factory is scheduled to open in three years.

The Establishment of a Community Interpretative Program

Significant project resources will be directed toward developing a comprehensive network of interior and exterior exhibits that will, according to the park's Advisory Board, "Celebrate the diversity and richness of Roxbury's people in time and place - past, present, and future." As previously discussed, cooperating relationships will be established with existing community institutions to jointly sponsor special events, exhibits, and educational programs. Many of these programs will begin with the opening of the Dillaway-Thomas House. Some special events will begin earlier. Informational signage, historical markers, art work, and landscape improvements will link the park's interpretative network. As each component of the park is completed and opened to the public, it will be staffed and maintained by DEM park rangers and interpreters.

As is the case in all other Heritage State Parks, DEM will provide Roxbury Heritage State Park with staff and funding to operate, maintain, and organize community programs at the Dillaway-Thomas House Resource Center and the Nawn Factory Orientation Center .

Additional funding is necessary to achieve all of Roxbury Heritage State Park's long term goals of community wide preservation, conservation, and revitalization.

6. COMMUNITY INVOLVEMENT

To date, project staff have met with Advisory Committee members an average of twice monthly to interpret DEM's broad Heritage Park goals within a Roxbury context. Advisory Committee input, along with extensive research, analysis, interagency meetings, and negotiations on the part of project staff have resulted in this Master Plan. Given the magnitude and scope of the Roxbury Heritage State Park, a strong state/city/neighborhood partnership is essential in order to plan, design, construct, and operate each phase of the park's development effectively.

The Master Plan is intended to provide long term goals, direction, and guidelines for the Roxbury Heritage State Park. Therefore, The Department of Environmental Management and the Advisory Committee will be carrying out a series of public information and feedback activities in various locations across the Roxbury community.

It is our hope that through this process important community input will be obtained, and community support for this and successive phases of park development will grow.

Once it is in operation, the Roxbury Heritage State Park will have an established Park Management Advisory Committee to function as a sounding board on all matters pertaining to the management of the park.

"Friends" of the Roxbury Heritage State Park will be an integral part of the park's continued development and operation. Friends will form a separate group of volunteers who will work with DEM planning and operations staff, and Advisory Committee Members to initiate, coordinate, conduct, and support events that are expressly directed at public relations and fund-raising for the park. Like museums, zoos, and other institutions that have "Friends" groups associated with them, anyone from any community can join. Friends will add another important dimension to the accomplishment of Roxbury Heritage State Park programs.

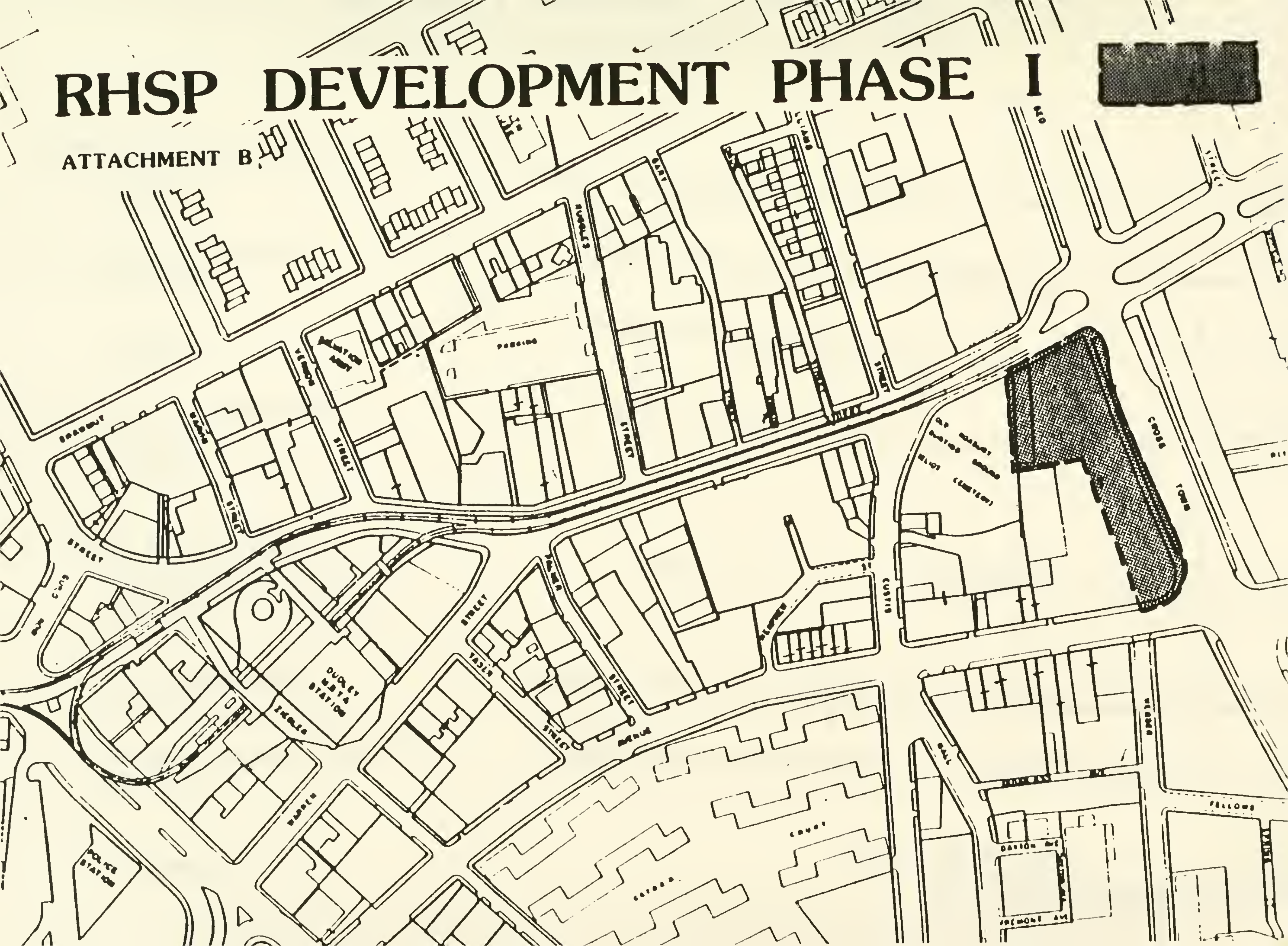
With state, city, local agencies, churches, schools, art groups, community development corporations, youth groups, elderly groups, and community residents working together, the Heritage State Park in Roxbury will be a success.

RHSP DEVELOPMENT PHASE I

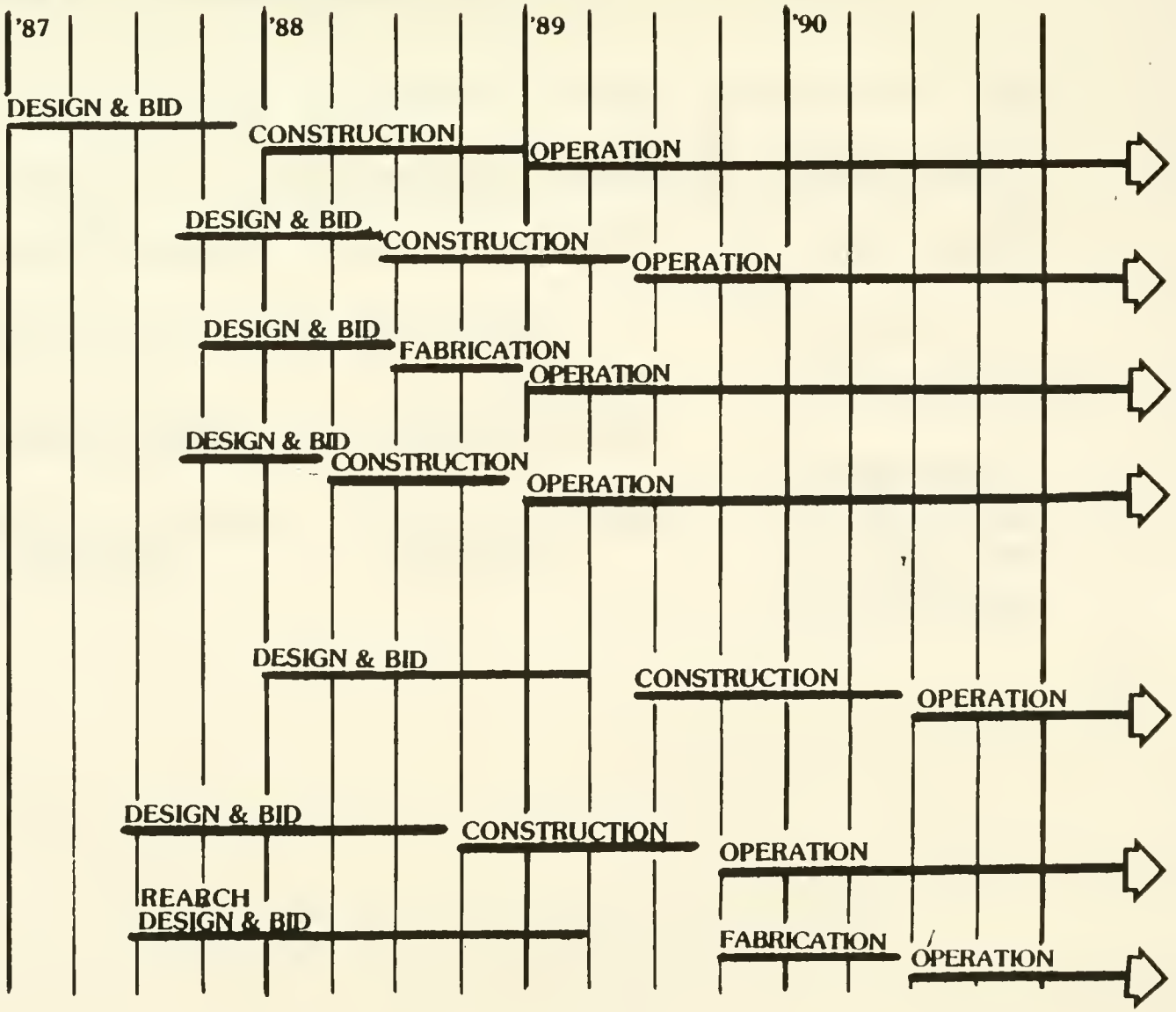
ATTACHMENT A

RHSP DEVELOPMENT PHASE I

ATTACHMENT B



ROXBURY HERITAGE STATE PARK
PHASE 1 DEVELOPMENT TIMETABLE

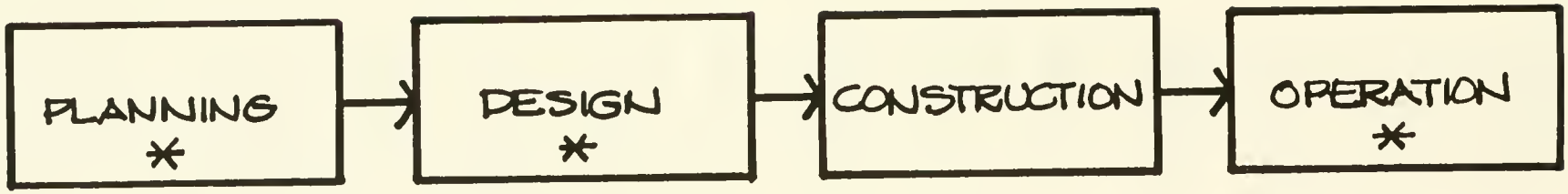


SEPTEMBER 1987

FUNDS: 1984 - $4,600,000
1987 - $5,500,000

FURTHER PHASE 2 ELEMENTS TO BE PROGRAMMED BY ADVISORY COMMITTEE.

THE HERITAGE STATE PARK DEVELOPMENT PROCESS



PLANNING

- Master Plan
- Surveys
- Legal research
- Historic/exhibit research
- Archaeology
- Environmental assessment
- Building & land acquisition
- State/City agreements

DESIGN

- Buildings
- Landscaping
- Indoor & outdoor exhibits

CONSTRUCTION

- Buildings
- Landscaping
- Indoor & outdoor exhibits

OPERATION

- Provision of park programs
- Management & maintenance of park land & buildings

* Community participation

Advisory Committee
Names/Affiliations

Erline Belton, Chairperson
Corporate Employee Relations Manager
Digital Equipment Corporation

Doris Bunte
Former State Representative
Administrator of Boston Housing Authority

Pablo Calderon
Vice President
Design Housing Inc.

Joseph Carter
Superintendent
Boston Police Department

Beth Deare
Highland Park Resident

Clarence Dilday
Professor, University of Massachusetts Boston
Highland Park Resident

Barry Gaither, Director
Museum of National Center
of Afro American Artists

Cynthia Harris
Orchard Park Tenants Association

Warren Smith
Executive Vice-President, Boston Bank of Commerce
Dudley Station Area

Jacob Abal-Khallaq
Businessman
Dudley Station Area

Lloyd H. King
Executive Director
Roxbury Action Program

Ralph Smith
Lower Roxbury Development Corp.

Curtis Wells
Former Principal, Madison Park High School

Ex-Officio

Representative Gloria Fox

Representative Byron Rushing

Representative John McDonough

Senator Royal Bolling, Sr.

Michael S. Dukakis, Governor
Commonwealth of Massachusetts

James S. Hoyte, Secretary
Executive Office of Environmental Affairs

James Gutensohn, Commissioner
Department of Environmental Management

Robert F. Kumor Jr., Deputy Commissioner
Division of Planning and Development

Christopher M. Greene, Chief Planner and Program Director
Massachusetts Heritage State Parks

Thelma Watson, Project Manager
Roxbury Heritage State Park

Patricia Weems-Carrington, Project Manager (1984–1987)
Roxbury Heritage State Park

Richard David, Construction Manager
Roxbury Heritage State Park

Yasmin Fozard, Project Landscape Architect
Roxbury Heritage State Park

Linda Mayo-Perez, Director
Governor's Community Development Coordinating Council

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